

**Defense Language Institute Foreign Language Center
and
Presidio of Monterey**

FACULTY HANDBOOK

<u>Part</u>	<u>Topic</u>	<u>Page</u>
Part I	Reg. 690-1 Faculty Personnel System	2-17
Part II	Academic Freedom Policy	18-20
Part III	Controversial Topics Policy	Under Construction

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**DEFENSE LANGUAGE INSTITUTE FOREIGN LANGUAGE CENTER
AND PRESIDIO OF MONTEREY
Presidio of Monterey, California 93944-5006**

DLIFLC Regulation
Number 690-1

3 February 1999

**Personnel
FACULTY PERSONNEL SYSTEM**

1. PREAMBLE. The Faculty Personnel System (FPS) represents one of the most progressive personnel approaches within the Federal government and emphasizes the importance of the Defense Language Institute Foreign Language Center's (DLIFLC) faculty and staff in mission accomplishment. Through Congressional legislation, this system is tailored to provide incentives and promote excellence in developing, sustaining, and evaluating DoD foreign language learning. The FPS remedies many of the shortcomings experienced under the General Schedule (GS) system, and allows personnel to advance in salary and rank based on qualifications and meaningful contributions to the mission. The provisions within this regulation are binding without taking away any rights guaranteed by Title 5, United States Code (USC), and constitute a negotiated implementation agreement between DLIFLC and NFFE Local 1263 as the representative of bargaining unit employees.

2. AUTHORITY.

- a. Public Law 102-484;
- b. Title 10, United States Code, Chapter 81, Section 1595;
- c. Assistant Secretary of Defense (Force Management Policy) memorandum, Subject: Approval of Defense Language Institute Foreign Language Center Faculty Pay System, 15 November 1996.

3. PURPOSE. This regulation serves as a handbook and describes the FPS.

4. APPLICABILITY.

- a. The FPS applies to current DLIFLC employees who request to convert to the FPS during the Open Season, and whose positions at the time of FPS implementation were classified either (1) in the General Schedule (GS) 1040 occupational series or (2) within the GS-1700 occupational family (1701, 1710, 1712, and 1750), in those positions that require knowledge of a foreign language or of second language teaching methods.

DLIFLC Reg 690-1

b. Individuals who received an employment commitment after the start of the Open Season, but before the FPS implementation date, signed a statement of understanding that, although they were initially appointed as GS employees, they automatically converted to the FPS when the FPS was implemented.

c. Individuals who received an employment commitment on the day of or after FPS implementation are covered by the FPS.

d. DLIFLC employees who chose not to join the FPS during the Open Season must enter if, upon application, they are subsequently selected for an FPS opening.

e. Except as specified in this regulation, all laws, rules, regulations, and procedures applicable to General Schedule employees under Title 5 USC apply to Title 10 FPS faculty members.

f. Any and all procedures developed to implement the FPS must be consistent with and support the principle and guidance outlined within this regulation. Changes to this regulation, other than editorial, are to be the subject of consultation with the Union.

5. RESPONSIBILITIES.

a. DLIFLC Commandant. The Commandant, by virtue of delegated authority directly from DoD, is responsible for all actions associated with the development, implementation, and on-going operation of the FPS. The Commandant may delegate authority to develop and implement those policies and procedures to other offices.

b. Provost. Under the direction of the Commandant, the Provost manages and administers the FPS. The Provost may delegate portions of this authority to other offices.

c. School Deans or equivalent administrators. The School Deans or equivalent administrators implement FPS policies and procedures within their areas of responsibility.

d. FPS Administrator. The FPS Administrator ensures accomplishment of FPS actions. This responsibility includes but is not limited to appointment, rank advancement, and merit pay actions. In addition, the Administrator provides

procedural training for FPS boards, convenes boards, and monitors meetings to ensure procedures and FPS philosophy are carried out.

DLIFLC Reg 690-1

The Administrator receives board decisions, reviews actions, coordinates with the Provost and other offices to implement the decisions. The Administrator also maintains and prepares changes to the Faculty Handbook and policies; schedules forums for discussion and consultation on matters within this regulation and supporting policies; and notifies the Union when needed. On an annual basis the FPS Administrator will furnish the Union specific information on salary/bonus increases for FPS members by rank.

e. FPS members. FPS members accomplish the DLIFLC mission and continually develop their professional skills in support of more efficient and effective mission accomplishment. FPS members may be appointed to serve on various academic boards and committees.

f. Training, academic, and professional development are recognized as being enabling components for improved performance and increased qualification. As such, they are integral to advancement and it remains the responsibility of DLIFLC to develop, expand, attract, and support these types of opportunities. Equally, DLIFLC must support employee participation to the maximum extent possible consistent with mission and budgetary dictates.

g. National Federation of Federal Employees (NFFE) Local 1263. The Union has the exclusive right to represent employees in the bargaining unit in negotiations with the employer regarding conditions of employment. DLIFLC will consult with the Union regarding the formulation and implementation of new policies or changes in policies affecting employees or their condition of employment and will negotiate with the Union regarding procedures and impact of such changes.

h. NFFE Local 1263 officials can request to meet with the Commandant or a designated representative at least twice annually to discuss matters affecting the vitality of the FPS. The agenda will be coordinated and may include any topics covered within this regulation. The purpose of these meetings is to ensure continuity of efforts to improve upon any aspect of the FPS.

i. Civilian Personnel Office (CPO). Within their area of responsibility, the CPO assists the Institute's staff in administering the FPS.

j. Directorate of Resource Management (DRM). Within their area of Responsibility, the DRM assists the Institute's staff in administering the FPS.

6. RECRUITMENT AND HIRING.

a. General.

DLIFLC Reg 690-1

(1) The area of consideration for FPS vacancy announcements always includes FPS members.

(2) The School Dean (or equivalent administrator) determines whether openings will be filled from among current FPS members or from a broader pool (e.g., DLIFLC GS employees, reinstatement eligible employees, U.S. citizens, permanent residents).

(3) The Provost (or designee) appoints the Hiring Board members and selecting officials for all vacancies. Hiring Boards normally make recommendations to selecting officials to fill vacancies.

(4) The Selecting Official must obtain the approval of the Provost or Commandant (as appropriate) if he or she chooses to appoint a candidate to the rank of Associate Professor or Professor.

(5) Announcements for vacant FPS positions are available at and distributed by the CPO. In addition, a variety of means, such as contacts with professional recruiting services, announcements at professional meetings, and correspondence with government agencies and academic institutions may be used.

(6) Recruitment and hiring procedures will be consistent with Equal Employment Opportunity and Affirmative Action requirements.

b. Internal to the FPS. The Dean (or equivalent) may determine that a vacancy will be filled through a "call for candidates" from among FPS members. The Dean (or equivalent administrator) may also fill vacancies through a reassignment from among FPS members.

c. External to the FPS. Anyone who is not an FPS member and who is interested in an FPS opening must submit an application as an external candidate.

7. EMPLOYMENT STATUS.

a. FPS Employment Status includes three categories, described below, which are determined by two factors: (1) the Institute's continuing need for the

position and (2) quality of job performance. FPS Employment Status is not based on rank, duties assigned, cumulative length of service, or work schedule (full time, part time, or intermittent).

DLIFLC Reg 690-1

b. The three FPS Employment Status categories are:

<u>Category</u>	<u>Description</u>
Adjunct time-specified employment (normally for one year or less)	Renewable,
Tenure Track employment (normally for eighteen months to three years)	Renewable, time-specified
Tenure employment	Non-time-specified

c. With implementation of the FPS, DLIFLC no longer uses the GS system to hire faculty. Individuals being hired (or rehired after a break in service) are hired into the FPS, normally in Adjunct or Tenure Track employment status. Employees must apply for and be selected into an FPS position to receive an FPS Employment Status. This new Employment Status will be based on the expected duration of the Institute's need, as well as the Hiring Board and Selecting Official's assessment of the individual's knowledge, skill, and job performance.

d. Hiring Boards normally make recommendations to the Selecting Official for changes in Employment Status. Selections are based on the faculty member's performance and the needs of the Institute.

e. Reappointments or extensions of tenure track employment status are based on the individual's performance and the continuing needs of the Institute. Reappointment is a decision to grant a new appointment in a new Employment Status. An example is an FPS member moving from Adjunct to Tenure Track Employment Status. An extension is a decision to continue a current appointment in the current employment status. An example is a faculty member being retained in Tenure Track Employment Status beyond the current period of employment.

f. Management actions to extend temporary appointments and/or reassignments of GS employees do not require the employee to convert to the FPS.

8. FACULTY RANK STRUCTURE.

a. Each FPS member holds one of the following ranks: Assistant Instructor, Instructor, Senior Instructor, Assistant Professor, Associate Professor, or Professor.

DLIFLC Reg 690-1

b. Duty descriptions and functional titles are assigned to FPS members, independent of ranks, as needed to better describe their specific work activities. These duty descriptions and functional titles have no effect on rank, salary, or any other operational aspect of the FPS.

c. The assignment of managerial and/or administrative responsibilities does not affect the rank of FPS members. Managerial or administrative assignments expected to last longer than 30 days will be documented in writing.

9. RANK ADVANCEMENT.

a. When funding is available and rank allocations exist, FPS members may apply for consideration for the next higher rank after having met the appropriate time-in-rank requirements. Normally, an FPS member may compete for the next higher rank after having served three years in his or her current rank. However, an FPS member cannot be advanced in rank without completing at least one year in the next lower rank.

b. The FPS has two systems for rank advancement: one system is for the three Instructor ranks, and one system is for the three Professor ranks. Each system has its own requirements for rank advancement which are determined by work experience, professional development, education or comparable scholastic achievements, performance, contributions, and the availability of allocations within each rank. A maximum of 40 percent of FPS members may hold the top two academic ranks -- Associate Professor and Professor. No more than 15 percent of the total FPS faculty may be appointed the rank of Professor. For the three Professor ranks, the advancement process includes a review by a Rank Advancement Board to ensure the professional competence of those candidates considered for advancement.

c. Advancement to the Instructor rank is based on qualification criteria and approval by the supervising School Dean (or organizational equivalent).

Advancement is competitive, although there are no limits on the percentage of FPS members who may hold the Instructor rank. The candidate submits a complete application containing the three most recent appraisals, if available, and documentation of education and experience. For this rank, the Selecting Official selects those FPS members to advance from among those candidates meeting the qualification criteria.

d. Advancement to the Senior Instructor rank is accomplished using the Instructor rank procedures. However, the candidates' application package must also contain an Evaluation Committee review report. The appropriate Evaluation Committee will observe candidates' classes or review a representative work product and develop a report. The report is added to the candidate's application and made available to the candidate. For the Senior Instructor rank, the Selecting Official selects from among those candidates meeting the qualification criteria and demonstrating quality performance.

DLIFLC Reg 690-1

e. A Rank Advancement Board reviews candidates for advancement to or within the Professor ranks and the Selecting Official selects the best candidates for advancement. A limited percentage of Assistant Professors or Associate Professors may be advanced in rank in any given year; however, the board reviews all eligible candidates for each rank without knowledge of how many people in any given program may be advanced. The candidate submits a complete application containing the three most recent appraisals, if available, and documentation of education and experience. The candidate may also submit a small portfolio of recent work and accomplishments. The appropriate Evaluation Committee observes classes or reviews a representative work product of each candidate for advancement and develops a report. The FPS Administrator ensures that appropriate procedures are followed. The report is added to the candidate's application and made available to the candidate.

f. Because all Professor ranks are awarded competitively, the Rank Advancement Board reviews all applications and assigns ratings to all considered for advancement based on selection criteria for that rank. The Selecting Official reviews the applications and the rankings by the Rank Advancement Board and selects the best candidate(s). Although the Selecting Official may reject a candidate for cause, he or she must consider the candidates in the order ranked by the Rank Advancement Board.

g. Specific Rank Advancement Board meetings and advancement to the next higher rank will normally occur according to the FPS Calendar (Appendix B).

10. PERFORMANCE EVALUATION.

a. FPS performance evaluation will be conducted in accordance with Army Regulation 690-400, Chapter 4302, Total Army Performance Evaluation System.

b. Performance evaluation is an on-going, cooperative interaction between an employee and supervisor. It is a shared responsibility. The performance evaluation process informs employees about expectations and the way in which their performance will be judged, and includes periodic assessment and feedback to the employee.

c. Supervisors develop standards consistent with each FPS member's duties and responsibilities, and formally assess the member's performance according to those standards through an annual appraisal. Prior to the preparation of the appraisal, FPS members provide their supervisors with a report of accomplishments during the evaluation period. The supervisor uses that input and the documentation of observed performance to prepare a written appraisal.

DLIFLC Reg 690-1

d. Supervisors discuss performance and the appraisal with each FPS member at the end of the evaluation period. In addition, supervisors conduct on-going discussions throughout the year to communicate expectations and preliminary assessments.

e. The written appraisal provides sufficiently detailed documentation of performance so that it can be used for a variety of purposes (e.g., in connection with merit pay increases, honorary awards, appointment extensions, changes in FPS Employment Status, rank advancement).

11. TERMINATION OF EMPLOYMENT.

a. Reduction in Force (RIF).

(1) A change in mission, workload, or organization; lack of funds; or other similar and compelling reasons may require a RIF. Based on the reason(s) for the RIF, management determines the number of employees to be separated and the areas impacted.

(2) FPS RIF procedures are the same as those applicable to the excepted service in 5 USC and Title 5, Code of Federal Regulations (5 CFR). For example, the method of calculation for RIF service computation date and veterans' preference are the same as those in the GS system.

(3) There will be separate competitive areas for the excepted service GS and the FPS. Any RIF within DLIFLC excepted service will be conducted so that its impact on excepted service GS employees and FPS members is statistically proportional to the number of current employees in each system. The results of such calculations will be rounded to the next larger number. RIF competitive levels are determined by factors in 5 CFR 351.403 except that “qualifications” for FPS refers to both qualifications for academic rank and for a specific work assignment. Tenure groups and subgroups are defined in 5 CFR 351.501 with the exception that, for the FPS, tenure groups and subgroups are referred to as RIF retention groups and subgroups. Because rank is individually held, rather than a result of assigned duties and responsibilities, FPS members are separated based on their standing as defined above and do not have assignment rights (i.e., bump and retreat).

b. Separation for Cause. Chapters 43 and 75 of Title 5 of the United States Code and Parts 432 and 752 of Title 5 of the Code of Federal Regulations, and the negotiated agreement remain applicable to FPS employees. Thus, FPS members continue to have the same protections and be subject to the same procedures that are applicable to excepted service GS employees in connection with performance actions and disciplinary actions, ranging from a counseling session to a separation for cause.

DLIFLC Reg 690-1

c. Reappointment and Extensions of Appointment for Adjunct and Tenure Track Employees.

(1) Failure to receive a reappointment or an extension is not considered "separation for cause" and is not an adverse action.

(2) When a reappointment is not granted, reasonable effort will be made to provide advance written notice to the affected faculty member.

(3) Notification of termination of an adjunct or tenure track appointment will be in accordance with the negotiated agreement between DLIFLC and NFFE Local 1263.

d. Grievances and Appeals. As with the GS system, grievances and appeals are handled through the DoD Administrative Grievance System or the negotiated agreement between DLIFLC and NFFE Local 1263, as applicable. Appeal rights to the Merit Systems Protection Board and complaint rights under Equal Employment Opportunity laws are identical to those of the GS System.

e. Advance Notice of Resignation or Retirement. A FPS member will make reasonable effort to give at least 60 days written notice of intention to resign or retire.

12. SALARY ADMINISTRATION.

a. Each academic rank has a pay range (at Appendix A), which specifies the minimum salary and the maximum salary that can be paid to an FPS member holding that rank. The pay range for each rank is intentionally broad, and overlaps with portions of the adjacent range(s).

b. Normally, a new appointment to the FPS is made at the minimum pay rate of the assigned rank. Approval from the Provost or Commandant (as appropriate) is required if a Selecting Official chooses to appoint a candidate above the entry pay level for a particular rank.

c. Merit pay increases are distributed annually in the form of an increase to an FPS member's base salary and/or a bonus (Appendix A). The increases are determined through a performance point system involving the rating supervisors and Merit Pay Boards.

d. Each employee documents the quality of his/her performance through input to the annual performance appraisal.

DLIFLC Reg 690-1

e. The rating supervisor has an allocation of three points per FPS member supervised and may distribute points in increments of zero to five points, but may not exceed the total points allocated. Normally, all members who meet the overall goals of the performance standards receive at least one point.

f. Merit Pay Board. Merit Pay Boards are convened for each academic rank and for each School or academic area. Each Board is chaired by a Dean who will appoint two Board members from within the School or organization and request two FPS members from outside the School or organization. At least one member of the Board will hold a non-supervisory position.

g. The Board reviews each employee's performance appraisal, including the employee input and any brief statement of additional accomplishments she/he may want to attach. After reviewing each package and assessing each FPS member's performance, the Board rank orders the members and allocates performance points. The Board has an allocation of three points per FPS member reviewed and may distribute points in increments of zero to five. Normally, each

FPS member will receive at least one point. However, the Board will not exceed the total points allocated.

h. The FPS Administrator will verify that correct Board procedures were followed. The Administrator will also be responsible for adding together points awarded by the supervisor and by the Board and preparing reports for pay purposes.

i. Merit pay incentives are subject to funding availability. Funding sources for the merit pay pool include Employment Cost Index increases, locality pay increases, longevity increases, promotions, Quality Step Increase allocations, and performance award allocations. The pool may also include budgeted or non-budgeted funds which are made available for that purpose by the DLIFLC Commandant.

j. Through a series of merit pay increases, an FPS member at a given rank may come to earn a higher salary than an FPS member who is near the lower end of the pay range of the next higher rank.

k. Non-award of a merit increase is not grievable.

13. AWARDS. Faculty members are eligible for time off awards and honorary awards.

14. BENEFITS. All FPS members receive the same benefit package as Excepted Service GS employees, including annual, sick, and other types of leave; life insurance participation; medical insurance coverage; retirement benefits ; and investment options under the Thrift Savings Plan (TSP). These benefits are administered according to 5 USC requirements and conditions.

DLIFLC Reg 690-1

15. APPEAL BOARD DECISIONS. Rank advancement, merit pay, and employment status decisions may be appealed to a review committee. The committee, chaired by the Assistant Commandant, consists of the Provost and Dean of Evaluation and Standardization. The Appeals Board decision is final. The appellant may be represented by the NFFE Local 1263.

The proponent agency of this regulation is the Provost. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, DLIFLC & POM, ATTN: ATFL-P, Presidio of Monterey, California 93944-5006.
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DANIEL D. DEVLIN
Colonel, USA
Commandant

APPENDIX A - DLIFLC FPS Pay Ranges CY 1999
APPENDIX B - Faculty Personnel System Calendar

DLIFLC Reg 690-1

APPENDIX A
DLIFLC FPS PAY RANGES - CY 1999

Rank	Minimum	Maximum
Assistant Instructor	\$20,588	\$28, 820
Instructor	\$25,501	\$35,701
Senior Instructor	\$31,195	\$46,795
Assistant Professor	\$31,195	\$54,098
Associate Professor	\$37,744	\$63,332
Professor	\$45,236	\$76,281

The pay ranges will be adjusted annually considering the Employment Cost Index (ECI). The pay ranges will be also reviewed at least biannually to ensure that they conform to appropriate market data.

Distribution of Merit Pay Increase or Bonus

1st Quarter of the Pay Range	All merit pay MAY be used to increase base pay. Remainder is paid as a bonus.
2nd Quarter of the Pay Range Base	Up to 75% of merit pay MAY be used to increase base pay. The remainder is paid as a bonus.
3rd Quarter of the Pay Range Base	Up to 50% of merit pay MAY be used to increase base pay. The remainder is paid as a bonus.
4th Quarter of the Pay Range Base	Up to 25% of the merit pay MAY be used to increase base pay. The remainder is paid as a bonus.
Top of the Pay Range	100% of merit pay is paid as a bonus.

The Pay Matrix must be reviewed annually as a management tool to help ensure equity and adequate funding, and to reinforce the Merit Pay System. The Pay Matrix is intended only as a guide.

APPENDIX B

Faculty Personnel System Calendar

January

Merit pay increases effective first full pay period

May

1st Professor TAPES performance evaluation period ends
 31st Candidates for Professor Rank Advancement Board review announce their
 intent to compete NLT 31 May

June

15th Professor TAPES performance evaluations due
 Professor Candidates' Quality Review Panels visit classes (or review
 work, where appropriate). Panel concludes work 15 July.
 Associate Professor TAPES performance evaluation period ends
 30th Candidates for Associate Professor Rank Advancement Board review
 announce their intent no later than 30 June
 30th Professor Candidates' Quality Review evaluations due

July

Professor merit panel meets/ merit pay & awards determined
 15th Associate Professor Candidates' Quality Review Panels visit classes (or
 review work, where appropriate). Panel concludes work 15 August.
 30th Associate Professor Candidates' Quality Review evaluations due.
 31st Associate Professor TAPES performance evaluations due
 31st Candidates for Assistant Professor Rank Advancement Board review
 announce their intent no later than 31 July.
 Assistant Professor TAPES performance evaluation period ends

August

Professor merit pay and award decisions announced
 15-28 Advancement to Professor panel meets
 15th Assistant Professor Candidates' Quality Review Panels visit classes (or
 review work, where appropriate). Panels conclude work 15 Sept.
 28th Assistant Professor Candidates' Quality Review evaluations due.
 28th Assistant Professor TAPES performance evaluations due
 15th Instructor TAPES performance evaluation period ends

September

Advancement to Professor decisions announced
15-30 Advancement to Associate Professor panel meets
Associate Professor merit panel meets/merit pay & awards determined
30th Instructor TAPES performance evaluations due

October

Associate Professor merit pay and award decisions announced
Advancement to Associate Professor decisions announced
Assistant Professor merit panel meets/merit pay & awards determined
15-30 Advancement to Assistant Professor panel meets

November

Assistant Professor merit pay and award decisions announced
Advancement to Assistant Professor decisions announced
All Instructor ranks merit panel meets/merit pay & awards determined &
announced

Defense Language Institute Foreign Language Center

Academic Freedom Policy

PREFACE: The Defense Language Institute Foreign Language Center (DLIFLC) serves as the nation's largest foreign language teaching and resource center. The mission of the Institute is to develop, sustain, and evaluate military linguists throughout their professional careers and to provide language support to meet rapidly changing global language requirements. Within the context of the mission, the Institute encourages the faculty to pursue their academic interests in second language acquisition through teaching, research, and publication.

INDIVIDUAL AND INSTITUTIONAL ACADEMIC FREEDOM AT DLIFLC:
Academic freedom at DLIFLC is based on two complementary, but slightly divergent concepts of academic freedom. Taken together these concepts embrace the intent of both the American Association of University Professors (AAUP) with its focus on the concerns of individual faculty members and the U.S. Supreme Court, with its focus on both individual and institutional concerns.

One explanation of academic freedom is expressed in the AAUP 1940 Statement on Academic Freedom and Tenure. This document, rooted in a 1915 declaration by the AAUP, divides academic freedom into three parts: (1) freedom of research and publication of results; (2) freedom of classroom teaching; and (3) freedom "from institutional censorship and discipline" when the issue at hand concerns a faculty member's right to "speak or write as citizens."

The other explanation of academic freedom was first stated in 1957 by the U.S. Supreme Court in *Sweezy vs. New Hampshire*. The Court specified "the four essential freedoms of a university—to determine for itself on academic grounds who may teach, what may be taught, how it shall be taught, and who may be admitted to study." In this statement, which has been referenced by the Court in subsequent rulings, the Justices established the rights of academic institutions to fulfill their missions.

These divergent concepts of academic freedom illustrate the tension that is inherent between the desire of faculty members to be free of administrative restraints and the need of the institution to accomplish its mission. This duality of competing freedoms places responsibilities on both the faculty and the institution. For an academic community to properly function, all members of an academic community must be willing to accept both their rights as members of an academic community and their obligations and responsibilities to that academic community.

The Institute's military and academic leadership believe that an open organizational climate promoting candid communication, mutual trust and confidence, teamwork, and collegiality is vital to a healthy and creative learning environment. The faculty and staff are encouraged to engage in empirical research and classroom-based experimentation to

insure excellence in teaching and research. The Institute's leadership also encourages the faculty to present their findings at professional conferences and to publish in the professional literature within the foreign language discipline.

The unique mission of DLIFLC requires its graduates to acquire the knowledge, skills, and abilities described in the Final Learning Objectives. Because all students must understand the range of linguistic variation and cultural diversity that exists within the language being taught, the faculty are organized into semi-autonomous teaching teams which include a range of backgrounds and specialties. These teaching teams have the responsibility to teach the core curriculum and the freedom to supplement and replace these textbook materials with materials that better meet education and training objectives and student learning styles.

ACADEMIC RESPONSIBILITIES: Academic Freedom cannot exist without academic responsibilities on the part of both the Institute and its faculty.

The Institute's leadership realizes that the Institute is not only responsible to the students, their future employers, and the American public, but to the faculty as well. Therefore, the Institute solicits the faculty's advice on curriculum, assessment, and other academic matters through the internal organizational structure as well as through the Faculty Advisory Councils (FACs) at the school and division level and through the Academic Advisory Council (AAC) at the Institute level. The FACs are the academic fora through which the faculty provides input on school and directorate academic matters such as course content and testing, as well as input on finalists for department chair and similar positions, when the Institute fills those positions through a call for candidates. The AAC is the academic forum in which the faculty may address Institute-wide academic policies and procedures as well as provide input on finalists for dean positions when the Institute fills those positions through a call for candidates.

Professional faculty are obligated to exercise their freedoms responsibly. As recognized in both the AAUP Statement and the rulings of the Supreme Court, the exercise of academic freedom takes place within generally accepted societal norms. For example, the Institute's Command Policy 5-93 outlines the procedures for dealing with controversial topics such as those currently imbedded in the Middle East and Bosnian conflicts. While not banning "topics of a potentially controversial nature" from the classroom and from Institute publications, the policy stipulates that "such topics be handled cautiously and carefully" and that "topics of this nature must be carefully reviewed for relevance, used selectively and judiciously, and accompanied by specific reference to external sources." Basically, extremist, highly controversial, sexist, racist, or religious viewpoints, if presented, should not be advocated or defended. As the guidelines stipulate, "DLIFLC faculty members must ensure that authentic [language] materials are focused on students' acquisition of the target language, and not on promotion of a particular viewpoint on a controversial issue. ... The DLIFLC faculty may use an array of techniques to ensure that controversial material is not treated as an expression of personal bias," ... including "role-playing; objective analytical discussions; comparisons and contrasts of various points of view; [and should include contrasting

opinions] as expressed by opposing articles or speeches.” Furthermore, in Institute publications that include, “controversial statements [drawn from authentic materials] should not be construed as representing the opinions of the writers, the Defense Language Institute Foreign Language Center, or the Department of Defense.”

SUMMARY: At the Defense Language Institute Foreign Language Center, individual academic freedom is based on an understanding of the value of free inquiry, tempered by a recognition the Institute’s unique mission and its position in American society. Therefore, the Institute’s leadership encourages the faculty to research and experiment, to share their findings with others, to exercise good judgment when presenting potentially controversial topics in the classroom, and to use teaching methodologies that support the attainment of the mission-defining Final Learning Objectives. Adherence to this statement will allow the Institute to accomplish its goals while allowing ample opportunities for professional expression and development of the faculty.

